



# 2026-2028 STRATEGIC PLAN

# 2026-2028 STRATEGIC PLAN

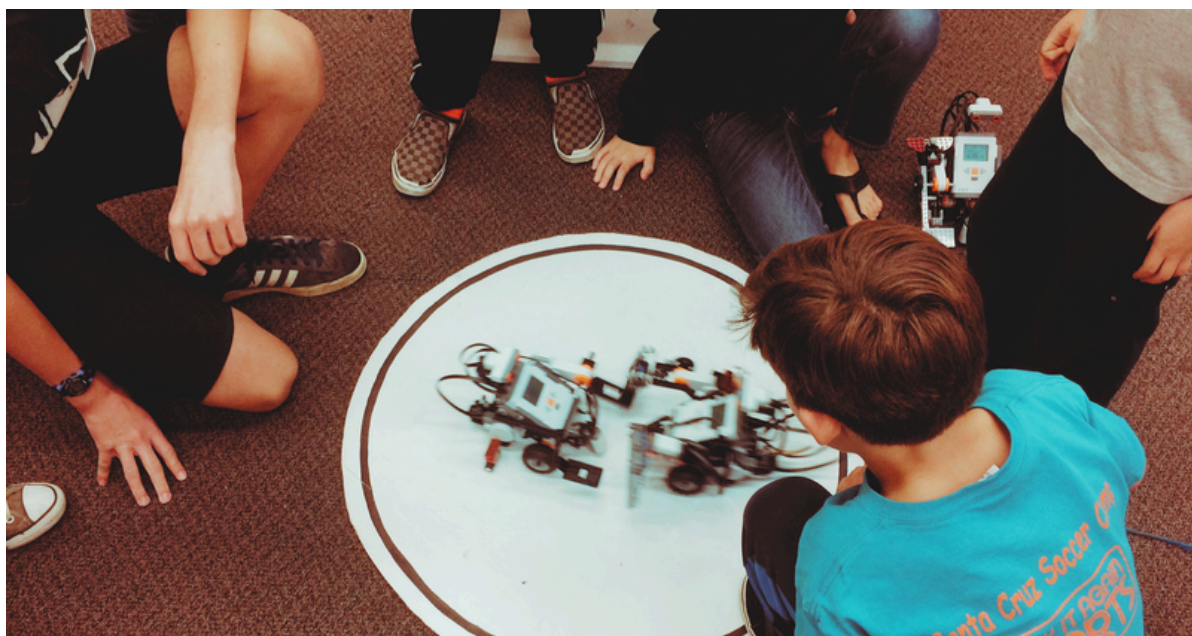
## Friends of the Santa Cruz Public Libraries

**The Friends of the Santa Cruz Public Libraries support the Santa Cruz Public Libraries through fundraising, volunteer services, and advocacy.**

Every day our libraries feed our minds, while providing an enormous range of programs and services to everyone who needs them, entirely for free.

The Friends of the Santa Cruz Public Libraries is the nonprofit partner of our whole 10-branch Santa Cruz public library system.

Throughout this Strategic Plan, you will see evidence of the Friends' deep commitment to aligning with the goals of this inclusive and democratic community library system. We measure the Friends' success alongside the outcomes of our libraries' work. The Friends' objectives strive to support the expansion of services the Libraries provide for community members who rely on and enjoy these amazing places.



# 2026-2028 STRATEGIC PLAN

# FUNDRAISING ADVOCACY ORGANIZATIONAL EXCELLENCE

# GOAL 1

# FUNDRAISING

Increase organization-wide participation in fundraising, particularly among the Branch Committees. Align this fundraising better with Library goals for operations, system-wide library support, and branch-level library support.



# FUNDRAISING

## System Wide Fundraising Objective

**Build the Friends' infrastructure to adequately fund the Libraries' Literacy Funds request, which is presented annually by October 1.**

## Actions

### **Organized for Impact**

A resolute Literacy Fund Committee, representing Board Members and all Branch Committees, has been established to manage and deliver annual funding to the Library. The fund has clear scope and agreed-upon reporting standards between Friends and Library Administration. New fundraising activities will get underway, with a long-term action plan in place to meet a minimum \$100,000 annual Library Literacy program funding goal.



**The Friends' Literacy Funding commitment supports the Libraries' goals to:**

### **INCLUSION**

Increase engagement with and service to Spanish speakers.

### **CONNECTION**

Provide meaningful, inclusive, and impactful programming.

### **ACCESS**

Promote digital access for all.

Deliver SCPL resources and services outside of the Libraries.

# FUNDRAISING

## Branch Fundraising Objectives

Ensure Branch Committee fundraising and spending aligns with Library goals.

### Actions

#### Partnering to Build Capacity

Processes will be developed for branch staff to formally request funding from Branch Committees, with procedures, allowable funding categories, and required approvals documented. Branch Committee budgets and funding allocations will be in alignment with Library and Friends' strategic plan goals. Branch Committee representatives will work with the Friends staff to create coordinated messaging and fundraising plans for the Our Community Reads program, ensuring alignment with the Friends' development plan and calendar.



**The Friends' Branch Committee expenditures support the Libraries' goals to:**

#### **ACCESS**

Be a visible and vibrant third space.

#### **CONNECTION**

Provide meaningful, inclusive, and impactful programming.

Partner with community organizations to enhance programs and services.

#### **INCLUSION**

Increase engagement with and service to Spanish speakers.

# FUNDRAISING

## Operational Fundraising Objectives

**Expand participation in fundraising activities throughout the organization.**

**Consistently increase goals for all areas of funding to meet increasing operational needs.**



## Actions

### **Transparency, Growth, and Shared Commitment**

The Friends will strengthen financial sustainability by increasing transparency in how funds are raised and spent, growing branch committee contributions to operational costs, and significantly raising fundraising targets. All members will be asked to personally contribute. New efforts will expand planned giving and corporate matching opportunities.

# GOAL 2 ADVOCACY

To increase public support for our libraries.

## Objectives

Increase the number of Friends advocates for our library system.

Expand public understanding of what a library does.

Increase the number of actions taken by community leaders and the public in response to advocacy alerts and requests from the Friends.



# ADVOCACY Actions

## **Communications Skills Development & Delivery**

The Advocacy Committee, in collaboration with the Executive Director, will develop talking points drawn from end-of-year impact reporting, share them with Board and Branch Committee leaders, and create supporting tools and training. Information sessions will be delivered to Branch Committees and Board leadership to deepen understanding and discussion of the Library's strategic goals. A dissemination plan will be developed and carried out based on the talking points and training.

## **Rapid Response System**

The Advocacy Committee will establish a clear protocol for responding to time-sensitive Library advocacy needs; defining roles, required tools, and action steps for when rapid responses are requested.



## **The Friends' Advocacy activities support the Libraries' strategic goals**

### **CONNECTION**

Participate in community events.  
Connect the community to the Libraries' offerings.

### **INCLUSION**

Increase engagement with and service to Spanish speakers.

# GOAL 3

# ORGANIZATIONAL EXCELLENCE

Grow a culture of collaboration to achieve inter-organizational and library partnership success to measurably increase public library system support.



## Objectives

Spark and maintain cultural changes by implementing procedural agreements, training, and communication pathways to grow internal strength in support of external success.

Use aggregated communications and storytelling, unified branding, and financial transparency to achieve greater recognition, effectiveness, and impact.

# ORGANIZATIONAL EXCELLENCE

## Actions

### **Governance Structures**

The organization will fully modernize its foundational documents, with restated Articles of Incorporation and Bylaws, an accepted Policy Manual, a refreshed Board Member Pledge, and a revamped onboarding experience for new Board members.

### **Branch Committee Operations**

Branch Committees will be better equipped and better connected, with a new handbook, clear communications guidelines, and a reimagined Leadership Meeting format that makes the best use of participants' time.

### **Finance & Funding Alignment**

Clear, consistent financial protocols will be put in place, from how major funding requests are handled to annual budget conversations that keep Branch Committee spending tied to the organization's broader priorities.

### **Impact & Public Presence**

The organization will be able to tell its own story with confidence, share how unified branding, stronger communications, and financial transparency translate into real community impact, both internally at the annual summit and externally through public reporting.



**The Friends' Organizational Excellence activities support the Libraries' strategic goals**

#### **ACCESS**

Deliver SCPL resources and services outside of the Libraries.

#### **INFORMATION**

Offer the materials and resources our communities want.

#### **CONNECTION**

Provide meaningful, inclusive, and impactful programming.

#### **TEAM CULTURE**

Team members are informed and included.

# LEADERSHIP

## BOARD OF DIRECTORS

Janis O'Driscoll, President

Cindy Jackson, Vice President

Alexis Monoogian, Treasurer

Bess Birch, Secretary

Nora Brink

Sarah Clark, Ph.D.

Robin Holland

Madison MacLeod, J.D.

Lynn Marcus-Wyner, Ph.D.

Michele Mosher

Monica Parikh, Ph.D.

Debby Peronto

Elbina Rafizadeh, Ph.D.

Stephen Silveira

Marc Winqvist

## STAFF

Sarah Beck, Executive Director

Friends of the Santa Cruz Public Libraries

P.O. Box 8472

Santa Cruz, CA 95061

[friendsofsantacruzlibraries.org](http://friendsofsantacruzlibraries.org)

The Friends' vision is to expand how we think about philanthropy by creating pathways for everyone who is served by our library system to contribute to it. Here in Santa Cruz County that is inclusive of the wide range of perspectives and generations who will determine what it means to be lifelong Friends to our Libraries.

